DOCUMENT RESUME

ED 050 278 VT 013 071

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TITLE	Helping Employers Get Help; A Guide to Job Development and Work-Training Programs.
INSTITUTION	District of Columbia Manpower Administration (DOL), Washington, D.C.
PUB DATE	70
NOTE	18p.
EDRS PRICE	EDRS Price MF-$0.65 HC-$3.29
DESCRIPTORS	*Agency Role, Disadvantaged Groups, Employment Interviews, *Employment Services, Information Services, *Interagency Coordination, *Job Training, Manpower Development, *Manpower Utilization, Occupational Information

ABSTRACT

The District of Columbia Manpower Administration (DCMA) is a federal agency established as part of the Department of Labor. It provides the leadership for an integrated system of cooperating manpower agencies working to bring people and jobs together. Two major tools for achieving the agency's goals are the Job Bank System and improved job development coordination. The Job Bank System is a clearinghouse for jobseekers and employers seeking workers, which produces a daily computerized listing of available jobs and training opportunities in the area. By using this listing in neighborhoods of high unemployment and coordinating job development activity, DCMA is moving toward a more comprehensive use of the total Washington Metropolitan Area manpower resources. Other aspects of this program include (1) Information Services, (2) Manpower Training Programs, (3) DCMA Technical Services, and (4) Suggested Guidelines for Employers of Disadvantaged Workers. (Author/JS)

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Helping Employers Get Help

A Guide to Job Development and Work-Training Programs

1970
DISTRICT OF COLUMBIA
MANPOWER ADMINISTRATION
Horace R. Holmes, Administrator

1

Full opportunity for all citizens remains a central goal for this Nation. To achieve that goal will require exceptionally well-constructed and well-administered manpower programs. We have made much progress toward that end. . . . But there is still a great deal to do. . . .

RICHARD NIXON

The White House
March 25, 1970

CONTENTS

	Page
Introduction	1
Manpower Services for the Employer	2
The Job Bank System	3
Information Services	4
Manpower Training Programs	6
Washington Metropolitan Area Job Development	9
DCMA Technical Services	12
Suggested Guidelines for Employers of Disadvantaged Workers	14

INTRODUCTION

The District of Columbia Manpower Administration (DCMA) is a Federal agency established as part of the Manpower Administration of the Department of Labor. It provides the leadership for an integrated system of cooperating manpower agencies working to achieve one goal: bringing people to jobs and jobs to people. Through DCMA the Mayor of the District of Columbia has a more direct involvement with manpower programs administered by the Department of Labor in Washington, D.C., since the agency's Administrator serves on the Mayor's cabinet in an advisory and coordinative role.

Two major tools for achieving the agency's goal are the Job Bank System and improved job development coordination. By taking the Job Bank Book into neighborhoods of high unemployment and coordinating job development activity, DCMA is moving toward a more comprehensive use of the total Washington Metropolitan Area manpower resources. Job developers from many Washington Metropolitan Area participating organizations now work together to integrate their activities to reach the diverse segments of labor, business, government, and private groups in order to create additional social and economic options for disadvantaged jobseekers.

DCMA is the agency providing needed services to both jobseekers and employers in the Washington area. Some of the services are described in this brochure, which was prepared by DCMA's Office of Employer and Technical Services and its Office of Community Relations and Information under the supervision of Horace R. Holmes, D.C. Manpower Administrator. Telephone numbers and addresses are listed in the hope that Washington area employers will take advantage of any services available through the District of Columbia Manpower Administration.

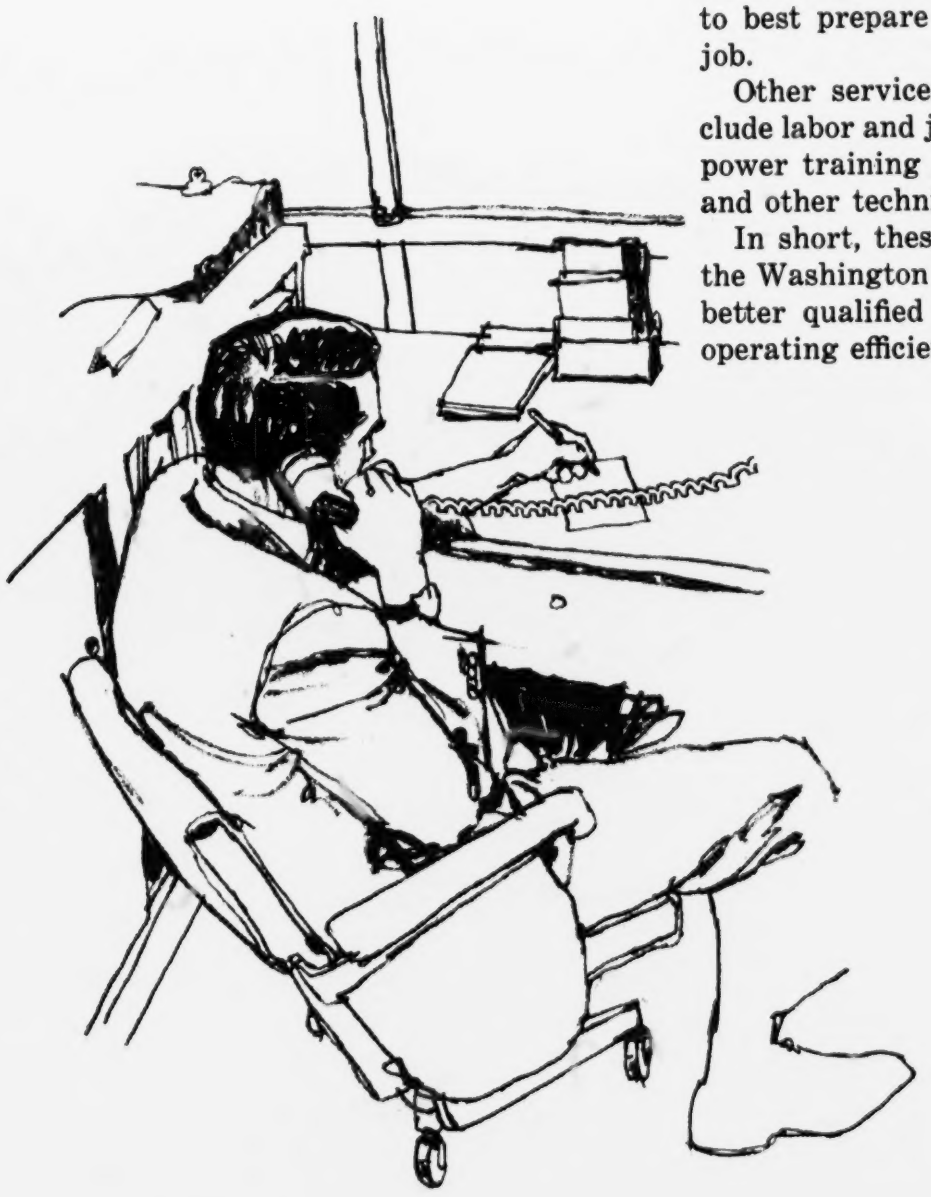
MANPOWER SERVICES FOR THE EMPLOYER

Providing qualified applicants for job vacancies is one of the most important services that can be rendered to employers by the District of Columbia Manpower Administration.

In order to provide employers with needed manpower, DCMA recruits applicants from among the "job-ready," youth, and veterans, as well as other jobseekers who require more intensive assistance to become employable. These applicants are interviewed to determine their skills, abilities, and job aspirations. As appropriate, counseling and testing services are provided to define individual weaknesses and strengths. More specifically, an individual employability plan is developed to best prepare each jobseeker to handle a job.

Other services available to employers include labor and job market information, manpower training assistance, job development, and other technical assistance.

In short, these services help employers in the Washington Metropolitan Area to obtain better qualified workers and improve their operating efficiency.

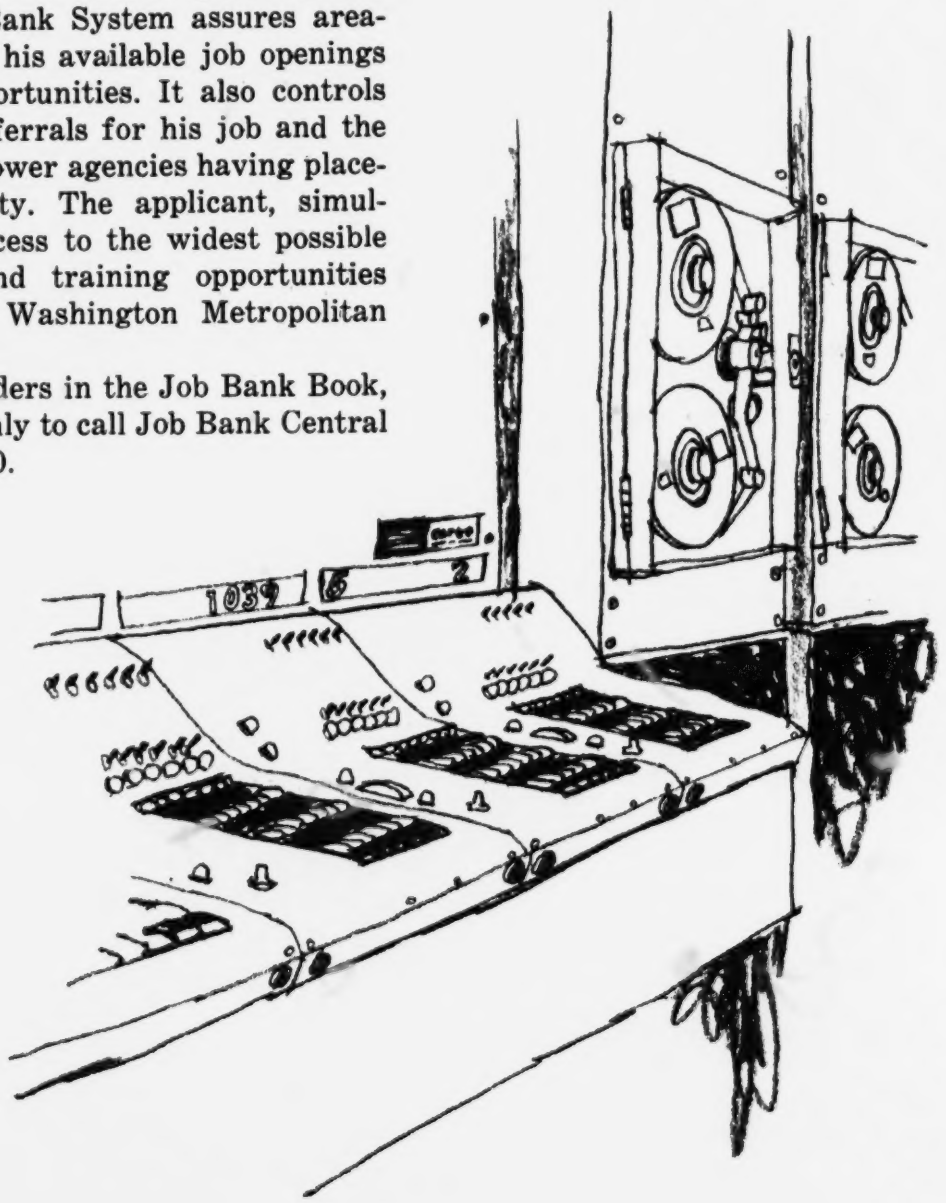


THE JOB BANK SYSTEM

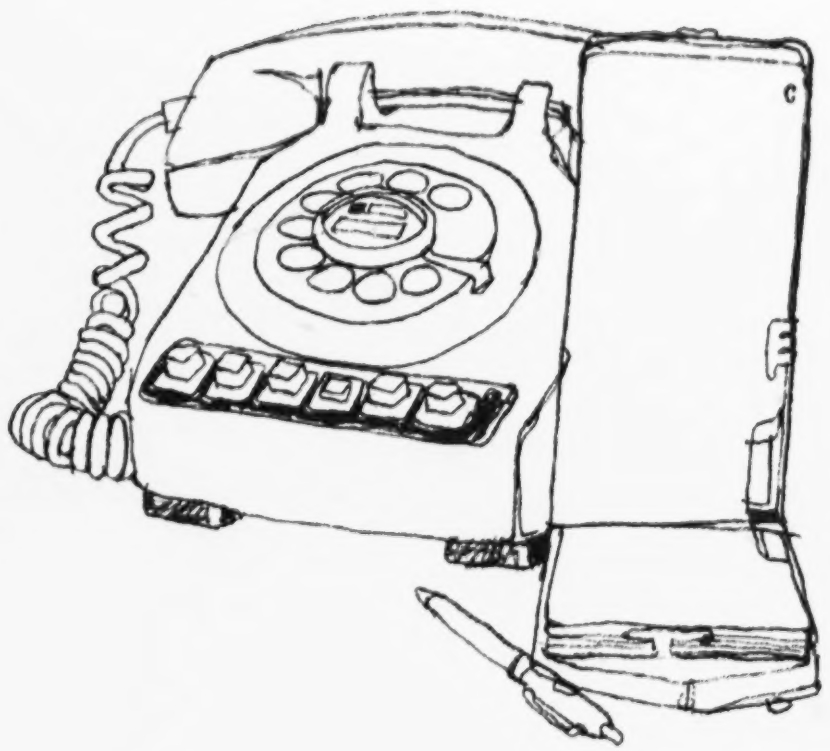
The Job Bank System provides a single clearinghouse for persons needing jobs and employers seeking workers within the Washington Metropolitan Area. The Central Control Unit of the Job Bank compiles daily a computerized listing of available jobs and training opportunities in the Job Bank Book, which is delivered to over 20 locations throughout the Washington Metropolitan Area.

In cooperation with the Maryland State Employment Service and the Virginia Employment Commission, the D.C. Job Bank System directly benefits both the employer and the jobseeker. For the cooperating employer, the Job Bank System assures area-wide exposure of his available job openings and training opportunities. It also controls the number of referrals for his job and the contacts by manpower agencies having placement responsibility. The applicant, simultaneously, has access to the widest possible range of job and training opportunities available in the Washington Metropolitan Area.

To place job orders in the Job Bank Book, employers need only to call Job Bank Central Control—347-8080.



INFORMATION SERVICES



PROFESSIONAL CAREER INFORMATION CENTER

The Professional Career Information Center is an informational arm of DCMA, designed to provide, through a self-service approach, complex and varied resource material required by the professional community.

Operating like a library, the center assists technical, professional, scientific, and managerial workers in locating jobs and assists employers in filling vacancies:

For the Professional Worker

- Job openings and leads arranged by occupation in binders.
- Labor market information; types of local business and industry; Government activity.
- Pertinent employment information; out-of-State and international job openings.

For the Employer

- Résumés of available workers arranged by occupation.
- Labor market trends; labor supply and demand information.
- Reference and other source material (i.e., professional associations; national societies; and national registers).

Cooperating with the Maryland State Employment Service and the Virginia Employment Commission, PCIC makes its facilities available to both employers and applicants from the Washington Metropolitan Area. Located in Washington at 1111 20th Street, NW., PCIC is the central recruiting source for those in the professional community. For information, call 393-6151 and ask for the Professional Career Information Center.

JOB INFORMATION SERVICE

The Job Information Service (JIS) is geared to the nonprofessional worker. Operated by trained DCMA staff, JIS maintains a list of community services and resources to assist applicants in finding jobs and training opportunities suitable to their needs—such as:

- *Community services*—Where to obtain a driver's license, social security card, health and welfare services; and where to be bonded.
- *Training information*—The kinds of training available and the general qualifications for enrollment.
- *Fields of work information*—The types of occupations within a given industry and the reasonable expectation for individual growth.
- *Civil service information*—Where civil service examinations are given; when and how often examinations and registers are open; preparation of Federal application forms.
- *Job information*—A specially prepared Job Bank Book is available for applicant use; staff will refer suitable candidates.

The Job Information Service, operating in Washington at 555 Pennsylvania Avenue, NW., presents a comprehensive and graphic picture of today's "world of work" to area jobseekers. For more information, call 393-6151 and ask for the Job Information Service.

APPRENTICESHIP INFORMATION CENTER

The Apprenticeship Information Center (AIC), established in 1963, is designed exclusively to facilitate the placement of minority youth into apprenticeable occupations. The AIC has information on apprenticeable trades in the Washington area and provides information on entering skilled trades to all applicants, school counselors, and the community. Among its services are:

- Counseling and guidance to youth on apprenticeship requirements and opportunities.
- Improving opportunities for entry into apprenticeship through cooperation with unions, employers, apprenticeship sponsors and agencies, and the public schools.
- Referral of qualified applicants to apprenticeship sponsors.
- Focusing attention on local apprenticeship activities and emphasizing the need for unions and employers to participate in apprenticeship programs.
- Referral of youth who fail to qualify for apprenticeship to other types of training programs or jobs.

For further information, call 393-6151 and ask for the Apprenticeship Information Center.

MANPOWER TRAINING PROGRAMS

WASHINGTON CONCENTRATED EMPLOYMENT PROGRAM

The Concentrated Employment Program is a comprehensive, cooperative manpower training and employment program started by the Federal Government in June of 1967. It is administered and funded jointly by the Department of Labor, the Department of Health, Education, and Welfare, and the Office of Economic Opportunity and operates through Community Action Agencies in approximately 80 locations throughout the United States. The local component is referred to as the Washington Concentrated Employment Program (WCEP) and is administered through the United Planning Organization (UPO). WCEP actively encourages the jobless and underemployed residents of designated target areas to become enrolled in training programs to increase their employability.

WCEP is geared to local and individual needs and provides:

- Outreach and aggressive recruitment of people through WCEP neighborhood centers.
- Job orientation, individual counseling, and appraisal to prepare enrollees for training.
- Medical, social, and other supportive assistance to enrollees while in training.
- Personalized combinations of basic education, vocational training, and work experience that satisfy and meet individual requirements.
- Followup, job coaching, and counseling after placement to help WCEP clients make the crucial initial adjustment to their new jobs.
- Free day care for children of WCEP enrollees and transportation to training and worksites.
- Selective job development.

For information, call 659-1100 or write the Washington Concentrated Employment Program, 1100 Vermont Avenue, NW., Washington, D.C. 20005.

WORK INCENTIVE PROGRAM

The Work Incentive (WIN) Program is a specially designed manpower training program for welfare recipients, created by Congress under the 1967 Amendments to the Social Security Act. In the District of Columbia, the WIN Program is a direct outgrowth of the Work and Training Opportunity Center (WTOC), funded under the Economic Opportunity Act of 1964 and designed to train unemployed heads of households. The WIN approach combines remedial education with specific skill training for mothers on AFDC (Aid to Families with Dependent Children); 16- and 17-year-old youth not in school, not in training, and not working, whose parents are on welfare; and heads of households receiving short-term help while in job training (Temporary Assistance for Families of Unemployed Parents). Eligible applicants are referred to the local WIN Program by the District of Columbia Department of Public Welfare.

The core of the WIN Program is the team concept, which involves a concentrated effort by staff members to increase the employability of enrollees. Each enrollee is assigned to a team consisting of:

- *Counselor-team coordinator* — Synthesizes input from team members to provide general guidance.
- *Manpower development specialist* — Grooms the applicant for the world of work (for example: attitudes, dress, performance expectation), provides specific occupational information, and is responsible for job development.
- *Work-training specialist* — Selects work training sites, monitors individual progress, and aids in work-training adjustment.
- *Job coach*—Maintains open channels of communication between the WIN team and the enrollee, acting as personal confidant of the enrollee.

For further information, call 832-5210 or write the Work Incentive Program, 2815 Bladensburg Road, NE., Washington, D.C. 20018.

RESIDENTIAL MANPOWER CENTER

The Residential Manpower Center, part of the Job Corps, is especially designed to provide basic education and training to youth between the ages of 16 and 21, who are out of school, unemployed or subemployed, and economically disadvantaged. Job Corps was created by the Economic Opportunity Act of 1964 and became the responsibility of the U.S. Department of Labor in July 1969. Training is given in two basic types of settings: the urban residential center and the rural residential camp. In the Washington area DCMA is responsible for recruiting enrollees and coordinating the operations of the coeducational urban Residential Manpower Center for approximately 275 youth.

The Washington center offers:

- Intensive counseling, evaluation, and assessment.
- Basic education for the high school equivalency program and for work orientation.
- Training in specific occupational areas having worker shortages in the Washington Metropolitan Area.
- On-the-job work-training experience.
- Channels of communication between enrollees and existing community organizations, in an effort to broaden the enrollee's scope of experience.
- Job development and placement.

Employers will find that Residential Manpower Center graduates are generally capable workers—and they can help to insure a better work force by serving as evaluators of skill training given at the center and by providing supervised worksites for center enrollees.

For further information, call 629-5008 or write DCMA, 555 Pennsylvania Avenue, NW., Washington, D.C. 20212.

JOB OPPORTUNITIES IN THE BUSINESS SECTOR PROGRAM

The Job Opportunities in the Business Sector (JOBS) Program is a nationwide effort of American employers, through the National Alliance of Businessmen, and the Federal Government to create jobs for unemployed or underemployed citizens. The JOBS Program focuses on reducing the unemployment rate in the Nation by hiring, training, and retaining low-skilled, disadvantaged persons.

Participating employers are assisted by the U.S. Department of Labor through Federal contracts, which reimburse companies for necessary training costs. All private-for-profit and nonprofit employers are eligible to participate in the current federally funded portion—JOBS '70—through two contract options:

- JOBS '70 Entry Program Contract—Available to companies which agree to hire, train, and retain the disadvantaged. It additionally provides supportive services to these workers and repays industry for the extraordinary costs of training, counseling, and other individual services required.

- JOBS '70 Upgrading Program Contract—Available to employers who have previously held a JOBS contract or are awarded a JOBS '70 Entry Program contract. This option provides training and supportive services to persons already employed in order to move them to jobs at higher skill and pay levels.

For further information, call 961-2281 or write the National Alliance of Businessmen, 1111 20th Street, NW., Washington, D.C. 20036.

MANPOWER DEVELOPMENT AND TRAINING PROGRAMS

The Manpower Development and Training Act, passed by Congress in 1962, helps match people with jobs by providing skill training to the unemployed and training for new and updated skills to the underemployed. This landmark legislation established, for the first time, a nationwide training program combining basic remedial education, institutional skill training, and on-the-job training.

Responsibility for administering this act rests with the Departments of Labor and of Health, Education, and Welfare. DCMA dedermines the occupational skills and the training needs for the Washington Metropolitan area and shares responsibility for:

- Recruitment, testing, and placement of enrollees.
- Selection and monitoring of on-the-job contracts.
- Encouraging employers to hire MDTA graduates.

For further information, call 393-6151 or write DCMA, 555 Pennsylvania Avenue, NW., Washington, D.C. 20212.

WASHINGTON METROPOLITAN AREA JOB DEVELOPMENT

Job developers from Washington area agencies with job training and placement responsibilities have coordinated their operations to provide the employer with an efficient system of job development and encourage him to work with DCMA in the training and retaining of the underemployed and the unemployed.

Employers within the Washington Metropolitan Area are visited on a regular basis by a specifically assigned job developer, who provides information, service, and technical assistance through use of the entire DCMA multiservice capability.

Cooperating with the Maryland State Employment Service and the Virginia Employment Commission, Washington Metropolitan Area job developers assist the employer by:

- Planning seminars on job development to benefit both public and private employers.
- Providing technical assistance and leadership to job development staff from participating manpower programs.
- Promoting and implementing experimental and demonstration and on-the-job training programs.
- Maintaining liaison with other DCMA divisions to obtain whatever services are needed to make people employable or to improve their work performance.

For further information, write the Division of Job Development and Employer Services, 555 Pennsylvania Avenue, NW., Washington, D.C. 20212 or call 393-6151.

UNITED PLANNING ORGANIZATION

The United Planning Organization (UPO), the umbrella community action agency for the Washington Metropolitan Area, operates a comprehensive antipoverty program. It is responsive to the needs of ghetto residents in low-income areas, is aware of their desires and goals, and offers assistance in such areas as neighborhood development, legal services, education, housing, economic development, recreation, and family services.

UPO is the sponsoring organization for the Washington Concentrated Employment Program; Bonabond Inc., a manpower program managed by ex-offenders to obtain bonds for persons who are not eligible for conventional bonding; and the Neighborhood Youth Corps, a program which enables young people to return to school or to stay in school through part-time, paid employment.

For further information, write the United Planning Organization, 1100 Vermont Avenue, NW., Washington, D.C. 20005 or call 659-1100.

OPPORTUNITIES INDUSTRIALIZATION CENTER

Opportunities Industrialization Center (OIC) is Washington's independent, community-based manpower training center established in 1965. It is one of a nationwide network of skill training centers patterned after the Philadelphia OIC, which brought together community resources to provide training and jobs for the disadvantaged.

OIC provides necessary remedial education, basic education, and skill training, based on the employment needs of the local community. In the Washington Metropolitan Area, training is offered in such vocational skills as radio-TV repair, auto mechanics, brick masonry, plant and equipment maintenance, carpentry, clerk-typing, computer operation, and tilesetting.

OIC is based on the principles of self-help (enrollees receive no stipend while in training), community participation (finance, personnel, and equipment are provided by local employers, churches, and educational institutions), and Federal participation (funds from the Office of Economic Opportunity, U.S. Department of Health, Education, and Welfare, and U.S. Department of Labor). All applicants for training must be 18 years of age or older.

For information, call 265-2625 or write the Opportunities Industrialization Center, 1717 14th Street, NW., Washington, D.C. 20009.

DEPARTMENT OF VOCATIONAL REHABILITATION

The District of Columbia Department of Vocational Rehabilitation is the principal agency responsible for administrating and coordinating all rehabilitation programs for handicapped residents of the District of Columbia.

With its central office located at 13th and H Streets, NW., DVR has 70 field units scattered throughout the city in schools, hospitals, the Department of Public Welfare, and DCMA.

This decentralization enables DVR to provide rapid and efficient rehabilitation and employment services to the total community. Washington Metropolitan Area employers have always participated in training DVR clients and have successfully hired and retained them. Services provided by DVR include:

- *Diagnosis*—to help determine the nature, degree, and limitation of the disability.
- *Psychological testing*—to determine interests, skills, and aptitudes.
- *Counseling and guidance*—to assist clients in the selection of a vocational objective within their abilities.
- *Training*—to equip individuals with the knowledge and skills required for jobs they can perform best.

- *Physical restoration*—to provide prostheses such as artificial limbs, braces, trusses, and hearing aids.

- *Financial assistance*—to assist enrollees in training or work-adjustment programs with their clothing, food, shelter, and transportation needs and to pay for occupational tools, equipment, and licenses when necessary.

- *Placement*—to locate suitable employment for the client and maintain on-the-job followup.

For further information, call 629-4844 or write the Department of Vocational Rehabilitation 1331 K Street, NW., Washington, D.C. 20005.

D.C. DEPARTMENT OF CORRECTIONS

The District of Columbia Department of Corrections is the local government agency responsible for the administration of the city's penal institutions, including five community correctional centers called "Half-Way Houses."

Its Employment Counseling Services Unit assists in the rehabilitation of offenders and parolees. Working in coordination with and utilizing the multiple services of DCMA, the unit provides job development, counseling, and vocational evaluation to enable convicted persons to become fully productive members of the community.

Other services include:

- Remedial education and skill training.
- Direct contact with employers in job development.
- Job placement and intensive followup.

For further information, call 638-1088 or write the District of Columbia Department of Corrections, 614 H Street, NW., Washington, D.C. 20001.

PROJECT CROSSROADS

Project Crossroads is a community-based experimental and demonstration manpower training program. Formed in 1968 by the National Committee for Children and Youth with funds from the U.S. Department of Labor, this agency provides an acceptable pretrial alternative for young first offenders whose cases are awaiting review by D.C. Juvenile Court or the Court of General Sessions.

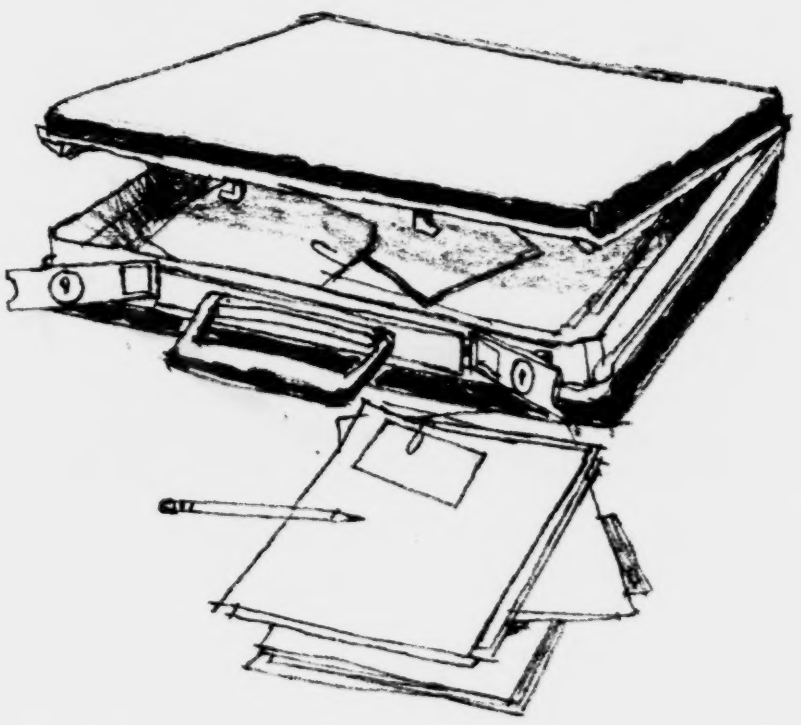
Youth are referred to Project Crossroads, through agreements with the courts, for 90-day periods. Charges against these first offenders are usually dropped if they successfully demonstrate their determination to use legitimate means to make a living.

Job developers from Project Crossroads and the DCMA staff coordinate their efforts in providing multiple services which include:

- Group and individual counseling.
- Job training or placement.
- Remedial education and supportive services.
- Part-time jobs for students.
- Postplacement support and followup.
- Project analysis for further study or action.
- Technical assistance to States and correctional institutions.

For further information, call 628-7855 or write Project Crossroads, 527 6th Street, NW., Washington, D.C. 20001.

DCMA TECHNICAL SERVICES



INDUSTRIAL SERVICES

Below are listed some of the services offered to employers, unions, business associations, and community agency personnel by the Industrial Services Branch, a unit of the Division of Job Development and Employer Services in DCMA.

- Consultations with employers and unions to explain the technical services available which can assist them in solving manpower problems relating to the recruitment, utilization, restructuring, and stabilization of their work forces.

- Training programs for employer personnel in the preparation of material such as staffing schedules; narrative reports; organization charts; flow charts; job descriptions for subsequent use in recruitment, selection, and training of personnel; and evaluation of job requirements in terms of duties performed.

- Preparation of a periodic statistical analysis of characteristics of job openings in the Washington Metropolitan Area Job Bank System to provide employers and other agencies with source data for planning and evaluating training programs and related activities.

- Research activities to collect, analyze, and prepare reports on characteristics of job applicants for subsequent evaluation against characteristics of job openings in the WMA Job Bank Book.

- Evaluation of training programs to determine validity of training as it relates to actual job duties and labor market opportunities.

- Cooperation with apprenticeship programs and other job-training agencies in arranging for appropriate job training for employees.

For further information, call 393-6151 and ask for the Division of Job Development and Employer Services.

PROGRAM MONITORING SERVICES

In the area of contract development and services, the Office of Employability Development (OED) takes the leadership for interpretation, selection, design, and supervision of work-training and opportunity programs specifically geared to assist unemployed and underemployed workers.

The majority of programs operated with Department of Labor funds through the D.C. Manpower Administration are administered under contracts with employers or other sponsoring organizations. The process of contracting is carried out through the Office of Employability Development with technical assistance provided by the Contracting Services Unit of the Office of Administration and Management.

After the execution of a contract such as in the JOBS Program or for an NYC project, OED assumes the responsibility for monitoring the project to assure that it meets the terms of the written contract. This office also processes invoices in connection with the funds authorized in the contract and attests to the contractor's performance.

The Contracting Services Unit provides technical assistance to contractors to overcome any problems that may arise during the operation of the project and assists in redesigning contractual requirements to reflect new designs made within the project.

At the end of the contracting period and prior to refunding, OED measures the contractor's progress toward the goals established for the program before entering negotiations for contract renewal. The OED maintains a staff of project officers with detailed knowledge of all programs to assist sponsors in the operation of their programs.

For further information, write the Office of Employability Development, DCMA, 555 Pennsylvania Avenue, NW., Washington, D.C. 20212 or call 393-6151.

DIVISION OF MANAGEMENT ANALYSIS AND REPORTS SERVICES

The Division of Management Analysis and Reports Services is composed of two branches: the Branch of Management Analysis and the Branch of Data and Reports Services. Each unit makes different groups of technical services available to public and private sponsors of manpower programs.

The branch of Data and Reports Services regularly collects, compiles, and analyzes economic data and disseminates management reports, labor market statistical abstracts, and activity forecasts. These include employment service reports, Bureau of Labor Statistics turnover statistics for the Washington Metropolitan Area, labor supply-and-demand analyses, and special reports on the activities of such programs as WIN, WCEP, Vocational Education, and CAMPS. In addition, this branch reports on area skill surveys and labor market trends. This organization is also responsible, as staff are available, for implementing the Job Opportunity Information-Labor Turnover Statistics (JOLTS) Program, which is a continuing skill survey of the Washington Metropolitan Area.

The Branch of Management Analysis offers management services and advice to manpower program sponsors. By use of management tools and techniques, such as systems and procedure analysis, productivity measurement, and organization control, the Branch promotes greater effectiveness and operating efficiency in manpower programs.

For further information, write the Division of Management Analysis and Reports Services, DCMA, 555 Pennsylvania Avenue, NW., Washington, D.C. 20212 or call 393-6151.

SUGGESTED GUIDELINES FOR EMPLOYERS OF DISADVANTAGED WORKERS

If an employer takes advantage of the resources of DCMA to obtain manpower, the performance of these disadvantaged workers may be increased if the following guidelines —based on DCMA's experience and on services already provided to the workers—are carefully considered:

- Make a commitment and be prepared to see it through.
- Organize a training program for company personnel to enable them to work successfully with the disadvantaged.
- Pinpoint entry jobs for the disadtaged, using job redesign where necessary.
- Interview; don't test.
- Place the applicant on the job he was interviewed for.
- Coach to teach and reinforce adaptive skills.
- Distinguish between the required and optional content of the job.
- If you are going to further train these workers, teach specific content skills on the job; teach functional skills off the job but in the job environment.
- Keep counseling in the background.
- Advance the worker as soon as feasible.

THE RETURN

The above guidelines will not eliminate all the problems that might be encountered in employing the disadvantaged; however, they do handle the more important elements of a total personnel program that should lead to success. By success, we mean that the employer is provided with manpower to meet his needs and the disadvantaged are provided an opportunity to get into the mainstream of American life.

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